

The Strategy Of Puspaga Samarada In Preventing Domestic Violence Against Adult Women In Sukabumi City

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ABSTRACT

Domestic violence (DV) against adult women remains a pressing issue in Sukabumi City, with cases rising despite the existence of Law No. 23/2004 on Domestic Violence Elimination. This study explores the preventive strategies of PUSPAGA Samarada using Henry Mintzberg's 5P framework (Plan, Ploy, Pattern, Position, Perspective). Employing a qualitative descriptive method, the research analyzes PUSPAGA's programs and stakeholder collaborations. Results show that PUSPAGA's Plan includes parenting education and outreach, its Ploy involves engaging media and community figures, and consistent Patterns are seen in building support networks and safe spaces. As a public service unit (Position), PUSPAGA fosters awareness through a Perspective rooted in gender equality and empowerment. Challenges include limited resources and low community participation. The study offers practical insights for local policy development and suggests PUSPAGA's model can be replicated in similar contexts to enhance DV prevention efforts. These findings offer actionable insights for local governments and NGOs to design inclusive, sustainable DV prevention policies in Sukabumi.

Keywords: Strategy, PUSPAGA Samarada, domestic violence (DV), adult women, Sukabumi City.

1. INTRODUCTION

Domestic violence is a multidimensional issue that has a significant impact on the health, psychology, and welfare of victims, especially women. In Indonesia, domestic violence is one of the most prevalent forms of human rights violations, despite the enactment of regulations such as Law No. 23 of 2004 on the Elimination of Domestic Violence. This phenomenon not only reflects the weakness of the victim protection system but also the lack of public understanding of the forms of violence occurring within domestic environments.

Table 1. Cases of violence against women in Sukabumi City

2022	14
2023	24
2024	55

The situation in Sukabumi City shows a similar urgency. Based on data from the Regional Technical Implementation Unit for the Protection of Women and Children (UPTD PPA) in Sukabumi City, cases of violence against women increased from 14 cases in 2022 to 55 cases in 2024. This high number indicates the need for more targeted strategic efforts to

prevent and address gender-based violence, particularly within the family context. Domestic violence is a structural issue that is closely related to power relations, gender inequality, and an entrenched patriarchal culture. Based on Law No. 23 of 2004, domestic violence includes physical, psychological, sexual violence, and neglect that occurs within the scope of the household. Data from the UPTD PPA of Sukabumi City shows a significant increase in cases of violence against women from 2022 to 2024, indicating the need for an approach that is not only curative but also preventive and educative.

Previous studies have largely examined the role of PUSPAGA in addressing violence against children, leaving a gap in understanding its strategic role in preventing domestic violence against adult women. While Rahmawati & Alya (2023) and Ramadhan & Diniyah (2022) demonstrate the effectiveness of PUSPAGA in children's contexts, there is a lack of comprehensive research exploring how PUSPAGA functions within local public policy frameworks to prevent gender-based violence against adult women, particularly in Sukabumi City. Furthermore, no previous studies have applied Mintzberg's 5P strategic framework to analyze PUSPAGA's role in this context. Therefore, this study contributes original insights by filling that gap—employing a strategic management lens to examine how PUSPAGA integrates planning, tactics, service patterns, institutional positioning, and value-driven perspectives in addressing DV at the local level.

In response to this issue, the Sukabumi City Government, through the Population Control, Family Planning, Women's Empowerment, and Child Protection Agency (DP2KBP3A), established the Family Learning Center (PUSPAGA) Samarada in 2019. PUSPAGA operates as a community-based service unit focused on enhancing family resilience through education, counseling, and empowerment. PUSPAGA's programs, such as parenting workshops, psychological counseling, and awareness campaigns on women's rights, serve as preventive strategies in addressing domestic violence. This study aims to analyze PUSPAGA Samarada's strategies in preventing domestic violence against adult women in the city of Sukabumi. Using Henry Mintzberg's 5P theory, which includes Plan, Ploy, Pattern, Position, and Perspective, this research explores how these strategies are designed, implemented, and their effectiveness within the social and local policy context.

2. METHODS

This study uses a descriptive qualitative approach that aims to describe in depth the Samarada PUSPAGA strategy in an effort to prevent domestic violence against adult women in Sukabumi City. The qualitative method was chosen because it allows researchers to understand the social context and complex dynamics directly from the perspective of policy actors and beneficiaries. The unit of analysis in this study is PUSPAGA Samarada as part of the Sukabumi City Population Control, Family Planning, Women's Empowerment and Child Protection Office (DP2KBP3A). The determination of informants was carried out using snowball sampling technique, where the researcher determines one or several key informants who then recommend other relevant informants, until the required data is considered sufficient and informative.

Data collection was conducted through several techniques, namely: in-depth interviews, direct observation, and documentation. Data analysis was conducted interactively with reference to the Miles and Huberman model, which includes three stages, namely: data reduction, data presentation, and conclusion drawing/verification. Researchers analyzed PUSPAGA Samarada's strategy using Henry Mintzberg's 5P theory, which includes the dimensions of Plan, Ploy, Pattern, Position, and Perspective.

3. RESULTS AND DISCUSSIONS

The strategy implemented by PUSPAGA Samarada in preventing domestic violence against adult women in Sukabumi City reflects a concrete form of the role of public organizations in responding to multidimensional social challenges. In this context, PUSPAGA not only functions as an integrated service center that provides education and counseling, but also as an agent of social change that actively intervenes in the root causes of gender-based violence. Prevention efforts include promotive strategies through public awareness campaigns, preventive through family development and women's empowerment, and curative through psychological and legal assistance for victims.

The implementation of this strategy shows synergy between local policies, community participation, and institutional commitment, resulting in interventions that are not short-term, but oriented towards sustainable social transformation. Thus, PUSPAGA plays a strategic role in shaping a responsive, inclusive and gender-equitable public service ecosystem, while demonstrating that public organizations can function effectively as catalysts for solutions to complex and sensitive social issues. Through the approach of Mintzberg's 5P strategy theory, this study found that the strategy implemented by PUSPAGA not only reflects formal planning, but also includes adaptive tactics, sustainable service patterns, a strong institutional position in the community, and an institutional perspective oriented towards fulfilling the rights of women and families.

3.1. Discussion of the Plan Dimension

The Plan dimension in Mintzberg's 5P strategy theory refers to planning that is systematically prepared as the first step in setting the direction of the organization and setting the path to achieving goals. In this context, PUSPAGA Samarada Kota Sukabumi has demonstrated its capacity to develop and implement a strategic plan oriented towards preventing domestic violence against adult women. The strategic plan is not only administrative in nature, but also considers social, cultural aspects, as well as the real needs of the community. PUSPAGA develops an annual work program that includes various preventive activities such as parenting, parenting socialization, seminars, and individual and group counseling. This plan was developed based on the results of previous program evaluations and field data from UPTD PPA which showed an increasing trend of domestic violence cases in Sukabumi City from year to year. This shows that the plan is responsive to the actual situation and not merely ceremonial. In its implementation, the PUSPAGA activity plan also pays attention to the distribution of locations, targets, and approach methods used. Parenting activities, for example, are carried out in various schools, PKK groups, and neighborhood communities, involving stakeholders such as teachers, parents, and community

leaders. This shows that the plan is not exclusive, but inclusive and involves participation from various elements of the community.

PUSPAGA's strategic plan also shows a clear workflow, starting from identifying problems, setting goals, determining program targets, to scheduling activities. Clarity in goals and implementation is an important indicator that the Plan dimension has been implemented systematically. For example, the plan to open a consultation booth at the Elderly Day event or become a resource person in a parenting program at school not only shows a variety of strategies, but also the utilization of momentum and social space as part of the plan to spread influence. The strength of the Plan dimension lies in the flexibility and sustainability of the program. Although the plan has been developed, PUSPAGA still opens room for adjustments if new needs are found in the field, such as emergency cases or special client needs. This flexibility is important in public service organizations as it allows for quick response without violating the principles of accountability and professionalism.

In addition to the preparation of annual work programs, the strength of Samarada PUSPAGA's strategic plan also lies in the integration of empirical data and consideration of community psychosocial needs. The planning does not only target the output of activities, but also pays attention to the outcome and long-term impact on behavior change and increased family resilience. This is reflected in the existence of routine agendas such as parenting the PAUD to SD transition carried out in various schools, as well as seminars that emphasize the importance of the role of parents in tackling the home service generation - which indirectly also aims to break the chain of violence from an early age. All of this planning is done through a participatory approach by involving cross-sector stakeholders, such as the Education Office, PKK, schools, and local media such as Radio Swara Perintis. This collaboration creates a synergistic work ecosystem and ensures that the PUSPAGA program does not run top-down, but rather reflects the aspirations and needs of the community. This approach reinforces the principles of good governance, where planning does not only rely on formal policies, but also listens to voices from below (bottom-up planning).

Importantly, PUSPAGA's planning is anticipatory analyzing social trends before issues escalate. For example, the rise in DV cases in 2024 prompted the expansion of parenting programs and counseling services. This anticipatory approach is supported by SOPs, schedules, and success indicators that ensure transparent and measurable implementation. Thus, the *Plan* dimension in PUSPAGA is not only technical but also reflects accountability, adaptability, and sustainability in public service delivery.

3.2. Discussion of the Ploy Dimension

The Ploy dimension in Henry Mintzberg's 5P strategy theory refers to the tactics or maneuvers that organizations use to overcome challenges and achieve strategic advantage in achieving goals. In the context of PUSPAGA Samarada Kota Sukabumi, this dimension is seen through the way the organization responds to social and cultural barriers in the prevention of domestic violence, especially against adult women. These tactics are important given the sensitivity of domestic violence issues, which are often hidden behind social norms, victim shame, and lack of public awareness.

PUSPAGA Samarada uses adaptive and contextual tactical approaches, such as establishing partnerships with schools, religious institutions, and local women's organizations to expand the scope of education and socialization. One effective tactic is to organize parenting activities that are openly packaged while still incorporating violence prevention materials. This strategy has proven to be able to reach the target group without creating social resistance, because it is packaged in a forum that is educational and constructive. In addition, PUSPAGA utilizes mass media, especially local radio such as Radio Swara Perintis, as a channel for public information and education. Talk shows featuring resource persons from PUSPAGA are an effective communication tactic in building a broad understanding of the impact of domestic violence and the importance of reporting. This tactic is considered appropriate, considering that many people still rely on traditional media to obtain information, especially in areas with limited digital access. Another tactic used is direct outreach to vulnerable individuals or communities through active service programs. Through this approach, PUSPAGA professionals provide one-on-one assistance to clients, both in the form of counseling and family mediation. This shows that PUSPAGA's tactics are not only general and mass, but also touch the individual side in depth.

Another successful tactic is the utilization of local media as a public communication tool. PUSPAGA actively collaborates with Radio Swara Perintis through an educational talk show program. In this activity, resource persons from PUSPAGA delivered messages about the importance of family roles, the impact of domestic violence on women and children, and information about available counseling services. Given that many residents of Sukabumi still rely on radio, especially in peripheral and elderly areas, the use of this medium is a very targeted and impactful communication tactic. PUSPAGA also implemented a door to door approach through active services and direct outreach methods. This outreach is not just limited to visits, but involves a mentoring process that includes individual counseling, family mediation, and referral to health or legal services if needed. This strategy shows that PUSPAGA does not only work at the macro level, but also targets individuals personally, strengthening the emotional connection between officers and clients.

Thus, the Ploy dimension shows that PUSPAGA Samarada has the capacity to implement micro-strategies that are adaptable to the social dynamics of the Sukabumi community. These tactics are not only short-term, but also serve as an entry point to broader social change. However, the effectiveness of these tactics still requires support from stronger regulations, continuous training for facilitators, and active community involvement to create a safe and violence-free environment.

3.3. Discussion of the Pattern Dimension

The Pattern dimension in Mintzberg's 5P strategy theory refers to recurring patterns in organizational behavior and decisions, which reflect consistency and continuity in strategy implementation. In the context of PUSPAGA Samarada Kota Sukabumi, the pattern of strategy implemented can be seen through routine activities, recurring forms of service, and a consistent approach in addressing the issue of violence against adult women.

One prominent pattern is the consistency in the implementation of educational and counseling programs every month. Data shows that PUSPAGA actively implemented

parenting activities, seminars, consultation booths, and talk shows from month to month throughout 2024. This is an indicator that PUSPAGA has established a systematic work pattern that is not only reactive to cases of violence, but also proactive in preventing them through a continuous educational approach. In addition, the pattern of interaction built with the community also shows a sustainable approach. For example, PUSPAGA's involvement in various institutions such as schools, PKBM, and women's communities at the village and sub-district levels proves a strong collaborative pattern. The relationships established are not temporary or incidental, but rather form a social network that becomes an effective channel for delivering violence prevention messages.

The pattern of education provided by PUSPAGA is also consistent with the values of human rights and gender equality. The materials delivered in parenting and socialization activities, such as the impact of domestic violence, women's rights, positive parenting, and family communication skills, have become the standard content of services that continue to be repeated and instilled in the community. This shows that PUSPAGA's strategy does not only rely on program variations, but also reinforces the core messages that are repeated so that they become firmly embedded in the community's consciousness. The consistency of this service pattern is one of PUSPAGA Samarada's strengths in building community trust and creating sustainable behavior change. However, to keep this pattern relevant, periodic evaluations are needed so that the strategies used do not become monotonous or lose their appeal. With an adaptive yet consistent implementation pattern, PUSPAGA can continue to strengthen its position as the frontline in preventing domestic violence against adult women in Sukabumi City.

PUSPAGA also builds strong patterns of interaction and collaboration with various stakeholders. PUSPAGA's repeated presence in these institutions forms a pattern of presence that is anticipated and recognized by the community. In addition to expanding its reach, this pattern strengthens the perception that PUSPAGA is a permanent partner in assisting families and communities. In terms of substance, the educational materials delivered by PUSPAGA show a consistent pattern of values. Topics such as the prevention of domestic violence, strengthening the role of mothers and fathers in the household, and the rights of women and children are always a regular content in various forms of activities. These messages are not only delivered once, but repeatedly with different approaches so that they become more entrenched in the community's understanding. This consistency is very important in building a new culture that rejects violence and promotes gender equality at the family level.

However, this pattern is not rigid. PUSPAGA shows adaptability in maintaining consistency while adjusting the form of activities to local needs. For example, in parenting activities in the junior high school environment, the approach emphasizes the challenges of adolescents, while in the PKK mothers' forum, it emphasizes husband-wife relationships. The strategy pattern applied is flexible in form, but remains consistent in essence and message conveyed. The consistency of this service pattern is an important strength in building trust (public trust) in PUSPAGA services. People who feel close and familiar with the service pattern will be more receptive to messages and involved in change. However, in order not to become repetitive and lose effectiveness, it is necessary to conduct periodic evaluations, update materials, and involve community participation more intensively. Strategy patterns

implemented with consistency and social sensitivity will be an important pillar in creating a harmonious and violence-free family culture in Sukabumi City.

3.4. Discussion of the Position Dimension

The Position dimension in Mintzberg's 5P strategy theory describes how an organization places itself in the external environment, both in terms of competitive advantage, strategic role, and public perception of its existence and function. In this case, PUSPAGA Samarada Kota Sukabumi has successfully built a strong position as a trusted public organization in handling and preventing domestic violence against adult women.

As a service unit under the Office of Population Control, Family Planning, Women's Empowerment and Child Protection (DP2KBP3A), PUSPAGA Samarada positions itself as an institution that not only provides counseling and education services, but also becomes a strategic partner of the community in creating a harmonious and violence-free family. This position is strengthened through a collaborative and responsive approach, where PUSPAGA establishes partnerships with various elements such as schools, PKK, majelis taklim groups, women's organizations, and local media. PUSPAGA also actively participates in community social activities, both as an event performer and as a direct service provider, such as consultation booths on Elderly Day, parenting seminars in schools, and its involvement in the Sekoper Cinta program. Through this presence in various forums, PUSPAGA Samarada positions itself as an institution that is easily accessible, close to the community, and oriented towards family empowerment. This makes PUSPAGA not only a service institution, but also a symbol of the local government's commitment to addressing domestic violence issues in a serious and integrated manner. Internally, PUSPAGA's position is also supported by a team of trained professionals, as well as the availability of adequate service facilities and infrastructure. Regulative support such as the Sukabumi Mayor's Decree and program alignment with national policies strengthen PUSPAGA's legitimacy as an important actor in the local social protection system.

From a policy perspective, PUSPAGA Samarada's position is strengthened by formal regulations, such as the Sukabumi Mayor's Decree and the integration of the program into the regional strategic plan. This makes PUSPAGA not only locally relevant, but also aligned with the national social protection framework. Symbolically, PUSPAGA's position has also become a representation of the local government's commitment to addressing domestic violence issues in a serious, systematic and integrated manner. This is reflected in cross-sectoral support, ranging from sub-district heads, village heads, school principals, to RT/RW who open access to PUSPAGA to reach their citizens. On the other hand, the community has also begun to recognize PUSPAGA not only as a place of consultation, but as part of the social solution in building a healthy and harmonious family.

However, to maintain and strengthen this position, a more massive institutional communication strategy is needed, including the optimization of social media and digitization of services to reach the younger generation and urban communities who are more connected online. There is also a need to strengthen institutional capacity and sustainable financing, so that PUSPAGA is not only strong in positioning, but also in long-term institutional resilience.

3.5. Discussion of the Perspective Dimension

The Perspective dimension in Henry Mintzberg's 5P strategy theory refers to the collective frame of mind, values, beliefs and perspectives that shape the identity and direction of the organization. In the context of PUSPAGA Samarada in Sukabumi City, the strategic perspective focuses on protecting women, strengthening family resilience, and building a community culture that is aware of the importance of a life free from violence.

PUSPAGA Samarada views the prevention of domestic violence (DV) as not just a structural task of the government, but as a social movement that needs to be culturally embedded in the community. Therefore, the strategy applied does not only emphasize consultative or educative services, but also on instilling values and changing people's perspectives on domestic violence and gender equality issues. This perspective is reflected in their programs that place the family as the main basis for change, by prioritizing the principles of love, healthy communication, and justice in household relationships. These values are evident in the inclusive, participatory and rights-based approach to services for women and children. For example, the delivery of parenting materials does not only discuss childcare, but also inserts issues of equality of roles in the household, the importance of communication between partners, and the introduction of forms of violence that are often not realized by the community. PUSPAGA Samarada also realizes that many victims of domestic violence do not report due to their limited perspective in understanding that what they are experiencing is violence, not just ordinary household problems. Therefore, PUSPAGA seeks to shape a new mindset that is more aware of the law, gender justice, and proactive towards violence.

Recognizing that many victims don't report abuse due to lack of awareness, PUSPAGA works to foster legal consciousness and proactive attitudes. Their organizational culture is grounded in empathy, human rights, and responsiveness to social change, aiming to build a long-term, value-driven service model. To support this, continuous gender and human rights training for staff is essential, along with broader policy support to embed PUSPAGA's values into local governance. PUSPAGA also builds institutional social capital by involving community influencers such as religious leaders, PKK cadres, and local media like Radio Swara Perintis to shift public perception. Their approach is trauma-sensitive, focusing on restoring victims' dignity rather than pushing immediate legal action. This reflects a humanist commitment to healing and empowerment.

Ultimately, PUSPAGA's perspective aims to build a future generation that is gender-aware, legally literate, and equipped for peaceful conflict resolution. However, sustaining this vision requires internal capacity building and regulatory alignment. By anchoring its work in this strategic perspective, PUSPAGA positions itself not only as a service provider but also as a transformative force for social change in Sukabumi.

Based on the above explanation, PUSPAGA Samarada's strategy can be comprehensively mapped using Mintzberg's five strategy dimensions. To facilitate understanding, the following table presents a summarized analysis of the strategies.

Table 2. Summary of PUSPAGA Samarada's Strategy Based on Mintzberg's 5P Theory

Strategy Dimension (5P)	Key Findings
Plan	Annual program planning based on UPTD PPA data; parenting sessions, counseling, and seminars.
Ploy	Subtle educational tactics, radio broadcasts, and door-to-door outreach.
Pattern	Monthly service consistency, school and PKK networks, human rights, and gender equality values.
Position	Trusted institution status cross-sector collaboration, and partnerships with local media.
Perspective	Vision of gender equality, a culture free from violence, and a humanistic, empathetic approach.

The table systematically summarizes the strategies implemented by PUSPAGA Samarada in preventing domestic violence against adult women in Sukabumi City. Using Mintzberg's five strategy dimensions, it is evident that the efforts are comprehensive—ranging from planning and implementation tactics to consistent service patterns, strategic institutional positioning, and value-based perspectives that drive social change. This holistic understanding forms a crucial foundation for drawing conclusions and formulating accurate strategic recommendations.

4. CONCLUSION

This research shows that PUSPAGA Samarada Kota Sukabumi has implemented a comprehensive strategy to prevent domestic violence against adult women. Through Mintzberg's 5P strategy theory approach-Plan, Ploy, Pattern, Position, and Perspective-it is revealed that the strategy is adaptive, structured, and based on the real needs of the community.

In the Plan dimension, PUSPAGA develops an annual activity plan that responds to domestic violence case data and reaches out to various groups through educational and counseling activities. In the Ploy dimension, PUSPAGA is able to use appropriate tactics such as collaboration with local media, direct outreach, and effective social campaigns. The Pattern dimension shows a consistent and repetitive pattern of services through parenting activities, counseling, and routine consultation services. The Position dimension shows that PUSPAGA has successfully established its position as a service institution trusted by the community and established many cross-sectoral collaborations. Finally, the Perspective dimension indicates that PUSPAGA's strategy is based on the value of protecting women and families, as well as forming a new perspective of the community on the issue of domestic violence. With the strategies implemented so far, PUSPAGA Samarada is able to become the frontline in efforts to create harmonious, violence-free and empowered families in Sukabumi City. However, challenges still exist in the form of limited resources, a culture of silence, and lack of reporting by victims that need to be addressed with additional strategies and wider

support from stakeholders. The strategies implemented are not only in the form of administrative planning, but also include creative tactics, consistent service patterns, strong institutional positions, and value perspectives oriented towards women's rights and family strengthening. This makes PUSPAGA a clear example of the active role of public organizations in addressing complex social issues. However, challenges such as limited resources and low case reporting remain obstacles that need to be overcome. Therefore, further strategies, cross-sectoral support, and community capacity building are needed to support the sustainability and effectiveness of the PUSPAGA program in the future.

This research can be used as a reference for the development of public administration studies, especially in the field of strategic management of community-based public services. Mintzberg's 5P strategy approach has proven to be relevant for analyzing social service policies and practices such as PUSPAGA. Future researchers are advised to develop similar studies with quantitative approaches or comparative studies between regions to see variations in strategy effectiveness. Furthermore, local governments are advised to provide budget support and capacity building for PUSPAGA's human resources, especially in terms of training counselors and assistants for victims of violence. Besides,

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